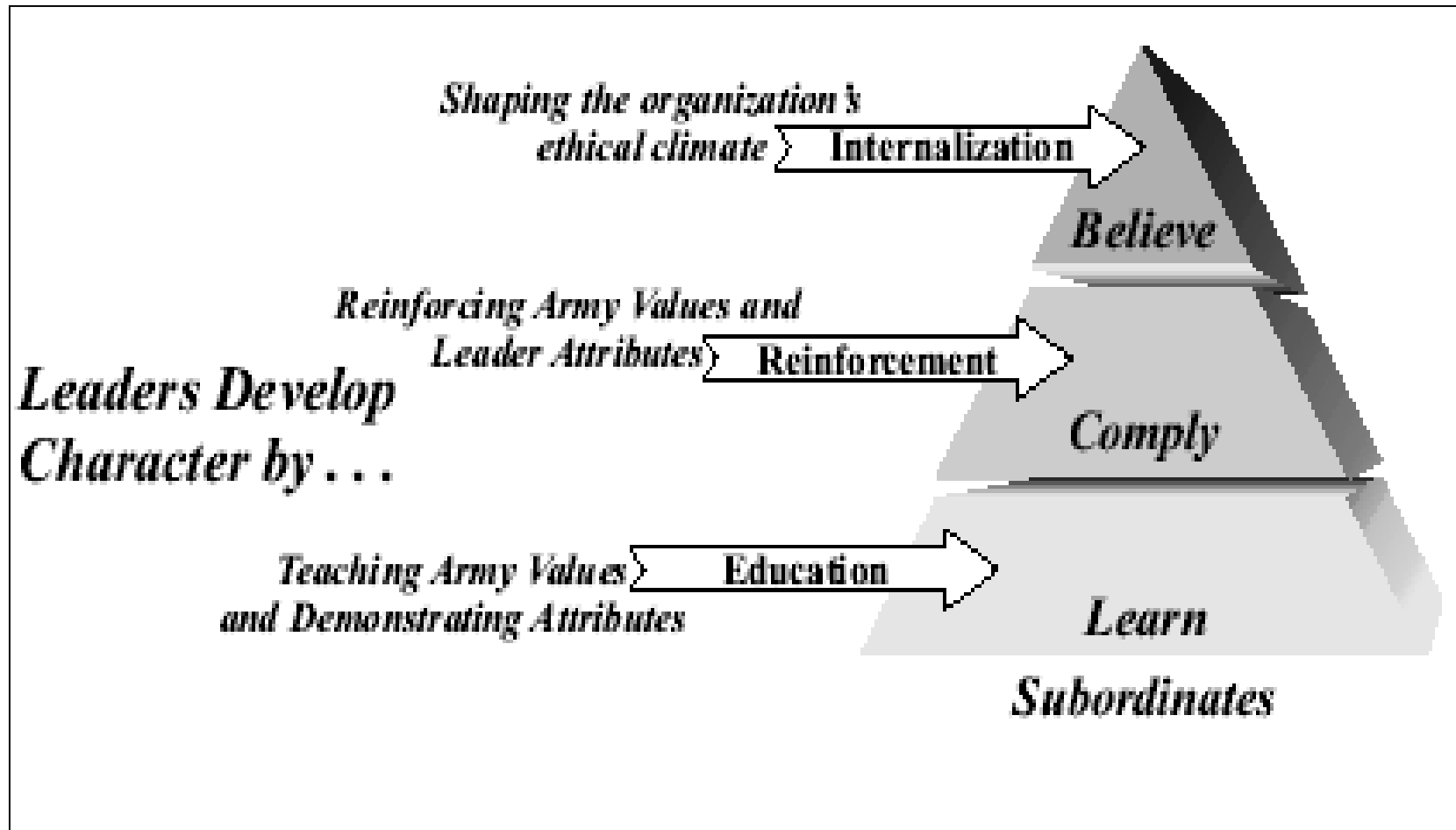
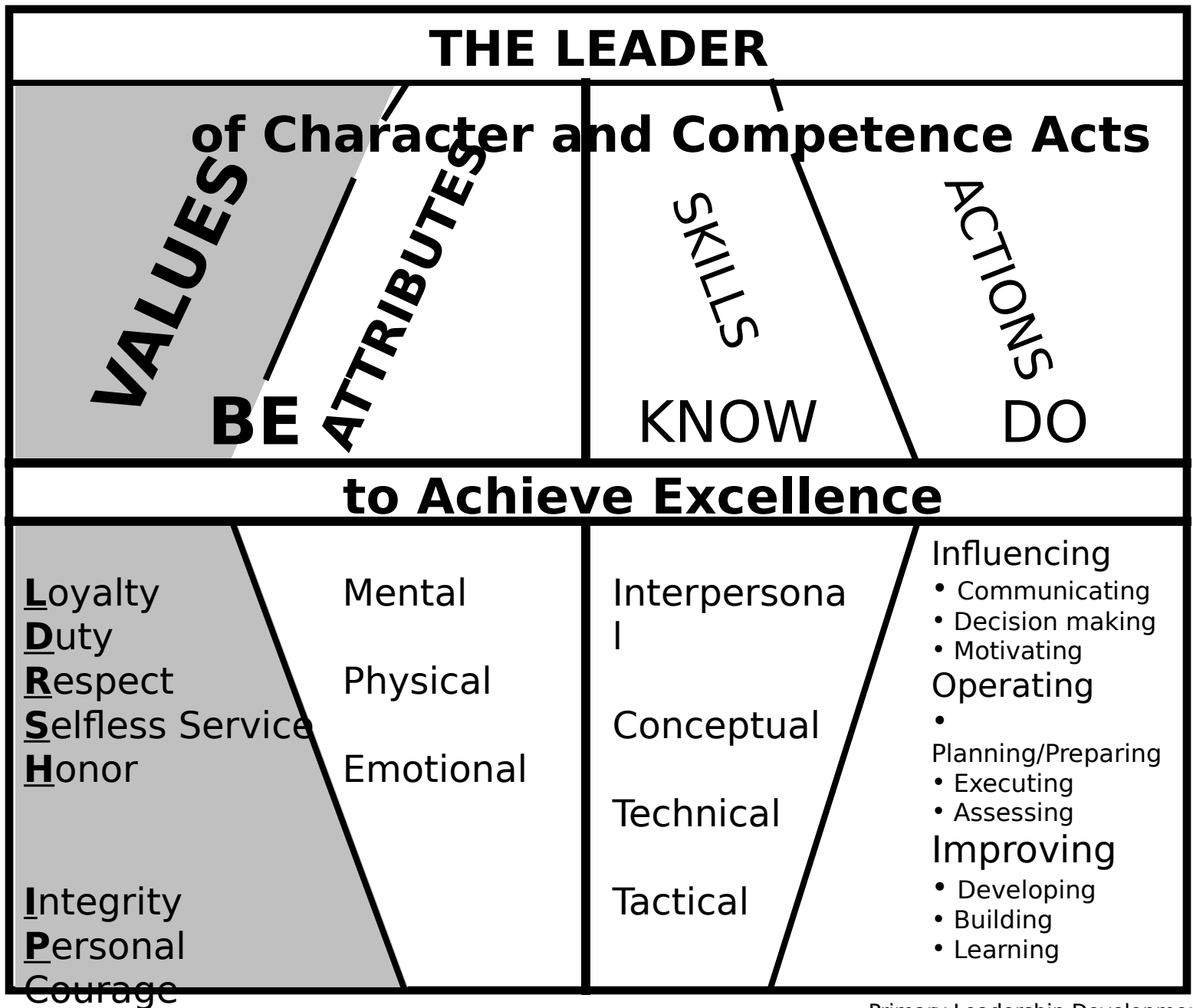


CHARACTER DEVELOPMENT



Leadership Framework



LOYALTY

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.

If I could tell soldiers one thing, it would be: have faith. Faith in the Army, the leadership, and their own ability.

Former SMA Robert E. Hall

DUTY

Fulfill your obligations.

It is difficult to be a good noncommissioned officer. If it had been easy, they would have given it to the officer corps.

Former SMA William A. Connelly

RESPEC

T

Treat people as they should be treated.

***Never say "lower enlisted soldiers"-
always say "junior enlisted soldiers."
Don't use the term "common soldier"-
we are all soldiers in a common
cause.***

Former SMA Gene C. McKinney

SELFLESS SERVICE

**Put the welfare of the nation,
the Army, and your
subordinates before your own.**

Are you truly doing what's best for the nation, what's best for the Army, what's best for your unit, and what's best for your soldiers and their families? Are you taking all of that into consideration, or are you looking at what makes you as an individual look the best?

Former SMA Richard A. Kidd

Primary Leadership Development
Course

HONOR

Live up to all the Army values.

We build character in order for us to withstand the rigors of combat and resist the temptations to compromise our principles in peacetime. We must build character in peacetime because there is no time in war. Character is the most important quality you can find in any person, but especially in a soldier. It is the foundation that will get anybody through anything he may encounter. Reputation is what people think you are; character is what you are- that is the staying power.

INTEGRITY

Do what's right--legally and morally.

The core of a soldier is moral discipline. It is intertwined with the discipline of physical and mental achievement. It motivates doing on your own what is right without prodding. It is an inner critic that refuses to tolerate less than your best. Total discipline overcomes adversity and physical stamina draws on an inner strength that says "drive on."

Former SMA William G. Bainbridge

PERSONAL COURAGE

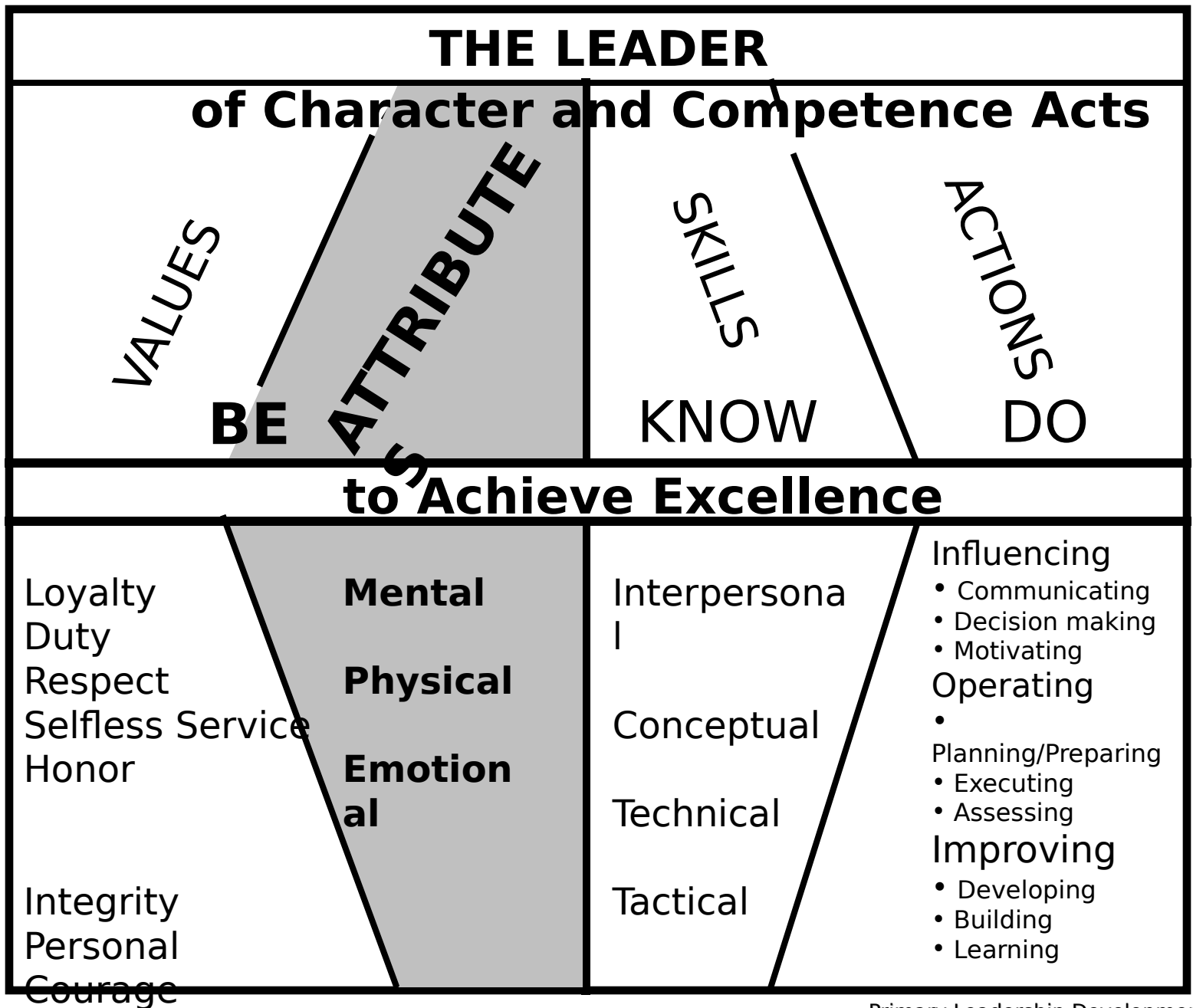
**Face fear, danger, or adversity
(physical or moral).**

Professional courage is the steel fiber that makes an NCO unafraid and willing to tell it like it is. The concept of professional courage does not always mean being as tough as nails, either. It also suggests a willingness to listen to the soldiers' problems, to go to bat for them in a tough situation and it means knowing just how far they can go. It also means being willing to tell the boss when he is wrong.

Former SMA William A. Connelly

Primary Leadership Development
Course

Leadership Framework



MENTAL ATTRIBUTES

- **Will**
- **Self-Discipline**
- **Initiative**
- **Judgment**
- **Self-Confidence**
- **Intelligence**
- **Cultural Awareness**

STEPS TO TAKE BEFORE DISOBEYING AN ORDER BELIEVED TO BE ILLEGAL

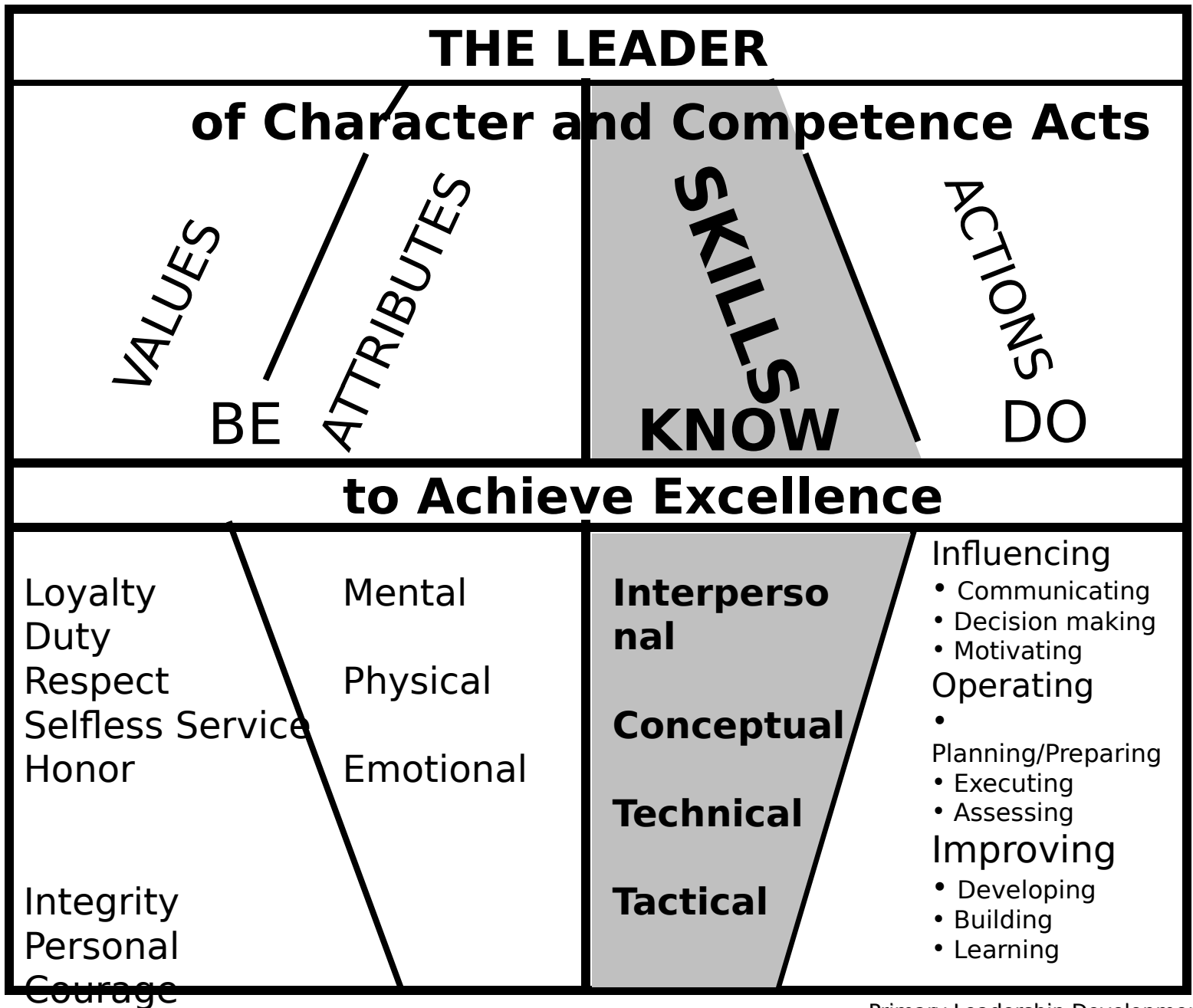
- **Be sure you understand the details and the original intent of the order.**
- **Seek clarification from the person who gave the order by asking, for example:**
 - * **Did you really want me to steal?**
 - * **You don't really want me to submit a false report do you?**
 - * **Do you really want us to shoot the prisoners?**
- **Always seek legal advice if the question is complex or time permits.**

IMMEDIATE DECISION TO DISOBEY AN ILLEGAL ORDER

**Make the best judgment possible
based on:**

- **Army values**
- **Your experiences**
- **Your previous study and reflection**

Leadership Framework



Leadership Framework

